

Request for Decision City Council




Type of Decision											
Meeting Date		June 18, 2007				Report Date		June 14, 2007			
Decision Requested		<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority		<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
		Direction Only			Type of Meeting		<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed	

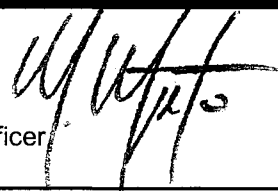
Report Title
Winter Control Implementation Plan

Budget Impact / Policy Implication		Recommendation	
<input checked="" type="checkbox"/>	This report has been reviewed by the Finance		
<p>If approved, \$50,000 will be considered as an unbudgeted expenditure for 2007 for the hiring of a permanent Operator Trainer and for 2008, there will be a budget impact of \$100,000.00.</p> <p><u>Future Budget Impact</u> Enhanced service levels as recommended by the Union Winter Control Committee will be presented as options in the 2008 Budget, and if approved would be implemented for the 2008/2009 Winter Control Season. The impact of the 2008 Budget would be the cost of service for November and December 2008 with the full impact of approved enhanced levels being realized in the 2009 Budget.</p>		<p>That Council accept the implementation of Winter Level of Service changes as detailed in this report and approved during the 2007 Budget process for the entire 2007/08 Winter Season;</p> <p>and</p> <p>That Council approve an unbudgeted expenditure up to \$100,000 for an Operator Trainer (one full-time employee) and training materials to prepare an internal pool of employees and maintain an annual Equipment Training Program;</p> <p>and</p> <p>That Council be advised that enhanced service level options developed by the Winter Control Committee be brought forward during the 2008 budget deliberations, all in accordance with the report dated June 14, 2007 from the Acting General Manager of Infrastructure Services.</p>	
<input checked="" type="checkbox"/>	Background Attached	Recommendation Continued	



Recommended by the Department


 Greg Clausen, P.Eng.
 Acting General Manager of
 Infrastructure Services

Recommended by the C.A.O.


 Mark Mieto
 Chief Administrative Officer

Date: June 14, 2007

Report Prepared By	Division Review
 Clive Wood, C.E.T. Advisor, Infrastructure Services	 Robert M. Falcioni, P. Eng. Director of Roads and Transportation

Background:

During the 2007 Budget deliberations, Council was presented various options to achieve an estimated 3 Million Dollars savings (see Appendix A) and establish a Winter Control Program budget of \$13,551,686 Dollars. Council approved these Options and instructed Staff to seek input from front line Unionized Employees and prepare an Implementation Plan to achieve these savings. Staff have worked together with the Union's Winter Control Committee, Contractors and former Employees to optimize the Winter Control Program and incorporate the five (5) Options approved in the 2007 Budget. The implementation of the following Program Options commencing November 1, 2007, are projected to achieve the current approved Budget of \$13,551,686 Dollars.

Implementation Details:

Option	Service Level Changes
1	Increasing design plow times on rural and residential roads [Road Maintenance Class 4 to 6 roads] from 8 - 12 hours to 24 hours. This would result in a reduced service level.
2	Reduction of one shift on arterial and collector salt routes [Road Maintenance Class 1 to 3 roads] and reintroduction of first, 8/24* reporting for City Employees which would split into 2 shifts for storm response to provide 24 hour coverage.
3	Changing a number of roads currently treated with salt to roads treated with sand.
4	Reduction of five (5) Non-Union Temporary Winter Control Supervisors
5	Reduction in standby period paid to Winter Contractors to April 15 from April 30
<p style="text-align: center;">Option 1 through 5 - Total Projected Savings \$3 Million Dollars to achieve the Current Approved Budget of \$13,551,686</p>	

*Refers to an Employee(s) reporting to their first 8 hour shift at any time during the 24 hour period, Monday to Friday.

The five Options are described in detail as follows:

Option 1: Increasing design plow times on rural and residential roads [Road Maintenance Class 4 to 6 roads] from 8 - 12 hours to 24 hours. This would result in a reduced service level.

This will be done by not renewing/retendering contracts with most Winter Contractors that had contracts expiring at the end of April 2007. Most of the remaining Contractors would be assigned two (2) of last winter's 12 hour design plow/sand beats. The new service level for rural and residential (Class 4 to 6) roads is designed to be plowed once in a 24 hour period, starting after 8 cm. of snowfall. Additional replowing may be required on the first part of the beat depending on the duration/intensity of the storm. City crews would also spot sand rural and residential streets once arterial and collector roads are maintained to standard.

Option 2: Reduction of one shift on arterial and collector salt routes [Road Maintenance Class 1 to 3 roads] and reintroduction of first, 8/24* reporting for City Employees which would split into 2 shifts for storm response to provide 24 hour coverage.

The savings will be realized by eliminating one shift of temporary Employees from last year's three (3) shift system deployed on arterial and collector (Class 1 to 3) roads and introducing a first, 8/24, reporting model utilizing regular full-time Employees. Consultations with the Union's Winter Control Committee determined Employees assigned to these shifts could report for regular dayshift between winter events and be deployed to two (2), eight (8) hour shifts at regular time whenever required to respond to winter conditions (commonly referred to as the first, eight (8) hours in twenty-four (24)). These Employees could each work an additional four (4) overtime hours per day to provide twenty-four (24) hour service Monday to Friday as required. Employees can work up to twenty (20) overtime hours per week and depending on how many hours are used Monday to Friday, the balance would be available for weekend deployment. If the twenty (20) hours of available overtime for these Employees is exhausted, other qualified Employees from the interdepartmental winter control pool, part time pool or Contractors would be utilized to provide service. It is also possible that work hours may be extended under specific exemptions of Employment Standards regulations. During a non-storm periods, all winter control Employees will be assigned other work.

Option 3: Changing a number of roads currently treated with salt roads treated with sand.

Staff have reviewed all roads currently receiving salt treatment for ice control and determined these roads (see Appendix 'B') have less than 5,000 AADT (Average Annual Daily Traffic) and have a posted speed of 50 km/h . Staff recommend the roads listed in Appendix 'B' would revert to sand treatment, rural and residential, Class 4 to 6 winter control roads. Rural and residential, Class 4 to 6 roads receive sand treatment for ice control and the twenty-four (24) hour service time as outlined in Option 1 above. This recommendation also supports the City's Salt Management Plan.

The roads recommended to revert to sand are sufficient to eliminate one (1) multifunction tandem truck from the Class 1 to 3 routes. In addition there are savings from using less salt, as these roads would now become part of the Class 4 to 6 rural and residential plow/sand service level.

Option 4: Reduction of five (5) Non-Union Temporary Winter Control Supervisors

There were four (4) Supervisors in each of the five (5) Maintenance Sections last Winter (Seven (7) permanent and thirteen (13) Temporary (Winter Only) Supervisors for a total of twenty (20) which provided one (1) Supervisor on duty in each Section, twenty-four (24) hours per day, seven (7) days per week. Each Supervisor worked forty-two (42) hours per week on a rotating day/night schedule. This reduction would see one (1) Temporary Supervisor reduced in each Section, leaving a total of fifteen (15) Supervisors in five (5) Sections. This model would continue to provide twenty-four (24) hour coverage, seven (7) days per week by Supervisors working fifty-six (56) hours per week on rotating day/night schedules.

Option 5: Reduction in standby period paid to Winter Contractors to April 15 from April 30

The Standby paid to Contractors to be available for work at one (1) hour of the rate they bid for each unit would cease on April 15th each year (Contractors would not have to be available for work after this date creating a limited risk of delayed services during this period).

Operator Trainer:

In order to provide sufficient equipment training, a full time Operator Trainer is required for our Infrastructure Services Department. With the implementation of our winter control pool, the need for a dedicated Operator Trainer is more critical.

The nature of winter events occurring periodically throughout the winter supports the use of a "pool" of Employees that could be called upon during a winter event and then returned to other work. The use of such a "pool" minimizes Winter Control costs.

Date: June 14, 2007

The challenges of such a system are maintaining a sufficiently large “pool” to be able to draw enough Staff to support the winter control model and keeping these Employees effectively trained. An Operator Trainer would provide this annual training to not only the “Pool” but also refresher training to permanent Winter Control Employees. The Operator Trainer would also play a key role in testing Employees applying for jobs with an equipment component.

The costs of the Operator Trainer in the amount (\$100,000) will be in the 2008 base budget and would be prorated to \$50,000 for 2007.

This Implementation Plan will be in place for the entire 2007/08 Winter Season to enable Staff to commit work requirements to Employees and Contractors. Any subsequent modifications Council may wish to consider would form part of the 2008 budget process and would not be able to be implemented until the 2008/2009 Winter Season.

Communications staff will prepare and advertise Public Service advisories on Winter Service levels the public will receive this Winter. See Appendix ‘C’ outlining the service level standards from this report.

Union Acknowledgements:

Council directed that Staff formally work with the Union to get input to Winter Control initiatives from the Truck Drivers operating the plows. Staff invited the Union and its members to participate fully in this Winter Control Review, and the above Options.

The Union’s Winter Control Committee consisted of the following representation from each of the City’s Sections as well as Union Executives:

Union Representative	Section	
Don Vachon	Northwest	Azilda/Chelmsford/Levack
Bryan Geoffrey	South	City Centre/West
Robert Jack	Southwest	Walden
Sean O’Connor	Northeast	Valley East/Capreol
Paul Jackson	Southeast	New Sudbury/Nickel Centre
Rick Leroux	CUPE Local 4705 Outside Unit Chair	
Marc Clouthier	CUPE Local 4705 Outside Unit Secretary	
Wyman McKinnon	President, Cupe Local 4705	
Dennis Burke	CUPE National Representative	
Lynn Webster	CUPE Local 4705 Inside Unit (Budget Co-ordinator)	

Date: June 14, 2007

Lynn Webster, Budget Co-ordinator with Local 4705 inside unit is of invaluable assistance to both sides in costing out various options.

The leadership exhibited by Rick Leroux, Marc Clouthier, Wyman McKinnon and Dennis Burke is also appreciated.

CUPE and the Members of the Winter Control Committee are to be recognized and congratulated for the excellent work they have done and continue to do with this Committee.

Many all day meetings have been held with the Winter Control Committee since the budget was approved. Suggestions from this Committee have helped staff implement the model presented. These suggestions include returning to a first, eight hour in 24 hour (8/24) schedule from a two (2) shift model on Arterial and Collector streets, the use of an Operator Trainer and training program, utilizing Employees from other departments, a memorandum of understanding to enable the changes and to prepare the current and future pool of Equipment Operators.

Winter Control Committee Alternate Proposals

In addition, the Union Winter Control Committee wishes to put forward alternate proposals to the Winter Control Program. These proposals will be submitted as part of the 2008/2009 budget process. With the Union proposals, the service levels would be improved by reducing design plow times, the City crews would assume routes currently serviced by Contractors, and an additional shift patrol vehicle deployed. These recommendations are detailed below for Council's information:

- a) Return to (twelve) 12 hour service levels for rural and residential roads.
- b) Utilize City trucks operated by City Employees on rural and residential roads (Class 4 to 6) in the North-West (Chelmsford, Azilda area), Northeast (Valley East, Capreol area), and Southwest (Walden area) Sections while continuing contract resources for the South (City Centre, Copper Cliff) and South-East (New Sudbury, Garson, Coniston, Wahnapiatae) Sections to provide the twelve (12) hour service levels.
- c) Implementation of a second Shift Patrol vehicle.

Staff and the Union, many who are in attendance at this Council meeting, are to be congratulated having worked very well in a cooperative manner with the challenging work to complete this report.

**Winter Operations
Budget 2007**

Winter Operations Budget 2007

Presented by:

**Greg Clausen, P. Eng.,
Acting General Manager, Infrastructure Services**

**R. M. Falcioni, P. Eng.,
Director of Roads & Transportation**

**Clive Wood,
Manager of Operations**

February 26, 2007

**Winter Operations
Budget 2007**

Agenda

1. Background
2. Current Service Level
3. How We Compare
4. Budget Options and Impact
5. Customer Service Enhancements
6. Summary

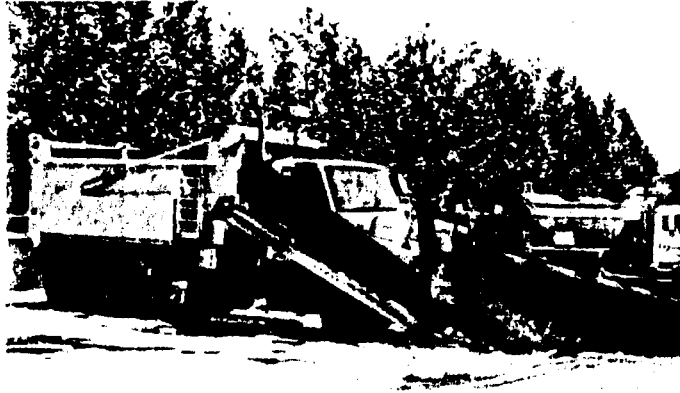
Background

- Nov. 2005 – Minimum Maintenance Standards and BMA Report
- Jan. & Feb. 2006 – Three significant storms. Budget increased by \$500,000.
- June 28, 2006 – Council approved enhanced service to residential/rural roads.
- 2007 Winter Control Budget \$16.6 million:
 - 2006 Budget + \$4.4 million
 - 2.8 per cent budget increase

Current Service Level

- 24/7 winter coverage on all roads.
- All roads plowed 8 to 12 hours following end of storm.
- Contractors supplement City crews at 8 cm accumulation.

Current Service Level



- 26 municipal units and 60 contracted units cover 3,560 lane km in City of Greater Sudbury.

How do We Compare?

COMPARISON OF MUNICIPALITIES STORM RESPONSE TIMES(AFTER STORM ENDS)		
Municipality	Arterial/Collector	Rural/Residential
Sudbury	3 to 8 hours	deploy at 8 cm.+ 8 to 12 hours
Thunder Bay	7 hours	deploy at 10 cm.+ 72 hours
Sault Ste. Marie	8 hours	deploy at 5 to 8 cm. 8 hours
North Bay	4 to 12 hours	deploy at 8 to 10 cm. 16 to 24 hours
Timmins	4 to 12 hours	deploy at 8 to 10 cm. 16 to 24 hours
Minimum Provincial Maintenance Standards	4 to 12 hours	deploy at 8 to 10 cm. 16 to 24 hours

**Winter Operations
Budget 2007**

Option 1

- Reduce contracted services by 50 per cent.

**Estimated Savings:
\$1.374 million**

**Winter Operations
Budget 2007**

Option 1 Reduce Contracted Services

Current:

- 60 contracted units on 1,220 km of residential/rural roads at 8 cm accumulation
- City crews on residential/rural when necessary after arterials/connectors are completed.
- Current service time 8 – 12 hours

Winter Operations
Budget 2007

Option 1 Reduce Contracted Services

Impact:

- Increase time to plow residential/rural roads from
 - 8 - 12 hours to 16 - 24 hours
(50 per cent reduction in units).
 - Meets minimum Provincial Maintenance Standards.

Winter Operations
Budget 2007

Option 2

- Reduce City crews from 3 shifts to 2 shifts, Mondays to Fridays.
- Keep current level of contracted units.

**Estimated Savings:
\$746,000**

Option 2 City coverage 16 hours

Current:

- City crews on 3 x 8 hour shifts.
- 73 employees and 26 units.
- Three shifts available to cover weekend storms.
- Number of hours worked provincially legislated and defined in Collective Bargaining Agreement.

Option 2 City coverage 16 hours

Impact: Weekend Storms (no impact Mon. - Fri.)

- May not have sufficient City crews to cover weekends.
- Will require contractors on main roads.
- Will extend residential/rural to 16 - 24 hour service after storm end.
- Potential for reduced service levels on all roads.
- Meets minimum Provincial Maintenance Standards.

Winter Operations
Budget 2007

Option 3

- Convert some roads from bare pavement (salt) to snow-packed (sand) service levels.
- Rationalize equipment use on remaining salt routes.

Estimated Savings:
\$ 614,000

Winter Operations
Budget 2007

Option 3 **Convert bare to snow-packed**

Current:

- 500 km salted and plowed to bare pavement conditions.
- Remainder plowed to snow-packed and sanded conditions.

**Winter Operations
Budget 2007**

Option 3 Convert bare to snow-packed

Impact:

- Noticeable change in service level on roads going from bare pavement to snow-packed.
- Traffic must adjust to road conditions.
- Reduced environmental impact from salt use.

**Winter Operations
Budget 2007**

Option 4

- Eliminate five limited foreperson staff positions.

**Estimated Savings:
\$200,000**

Option: 4

Reduce staff positions

Current:

- Four (limited) foreperson positions at each operations depot (Suez, Black Lake, Frobisher, St. Clair and Chelmsford).
- Rotating 12 hour shifts for 24/7 coverage of winter operations.

Option 4:

Reduce staff positions

Impact:

- Reduces supervisory staff to three per depot.
- 8 hour shifts plus 4 hours standby per day, plus weekends & storm response. (Actual shifts to be determined as per final budget)

Winter Operations
Budget 2007

Option 5

- Reduce standby season for contracted services to April 15 from April 30.

Estimated Savings:
\$81,000

Winter Operations
Budget 2007

Option 5: Shorter Standby Season

Current:

- Contractors paid one hour daily rate to remain on standby.
- Rates vary by contract.

Winter Operations
Budget 2007

Option 5: Shorter Standby Season

Impact:

- Risk of major snowstorm in late April. Slower response time with available contractors and City crews.

Winter Operations
Budget 2007

Options 1 to 5

- Options will require discussions and co-operative working partnerships with CUPE Locals and Contractors.

Customer Service Enhancements

Public Access to GPS Tracking

- Link on City's web site to Global Positioning System to track real-time progress of winter control units.

Public Access to Video Surveillance

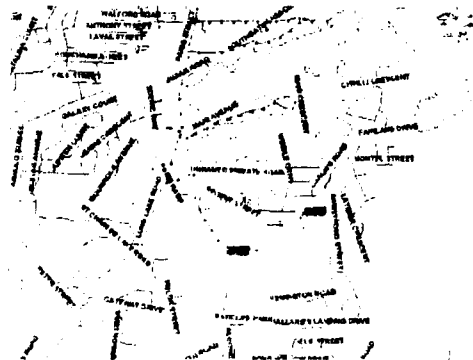
- Install video cameras at strategic locations on local roads.

Winter Control Centre

- Improve efficiency of winter roads operations through one centralized GPS tracking station.

Estimated Cost:
\$200,000

Customer Service Enhancements



- Automatic Vehicle Locator tracks vehicle location, speed and functions using GPS technology.

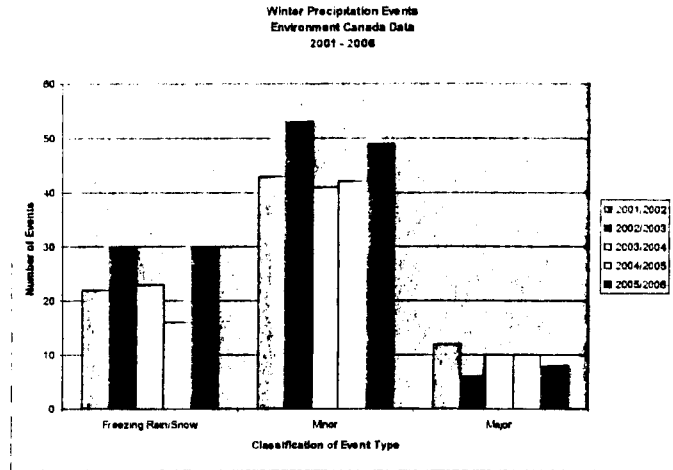
Winter Operations
Budget 2007

Summary of Options

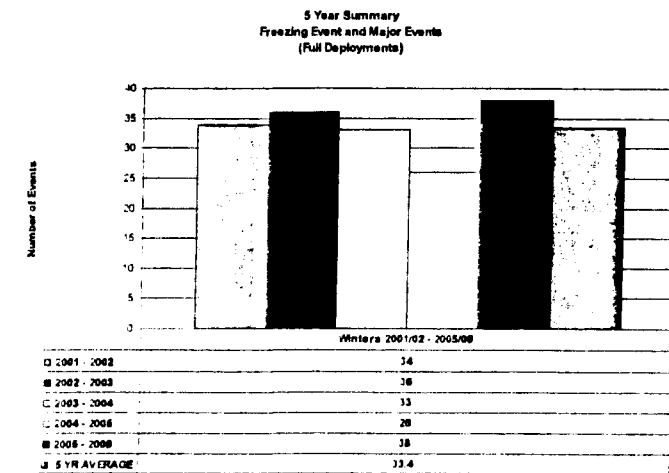
Option 1:	
Reduce contracted services	\$1,374,000
Option 2:	
City coverage 16 hours	\$746,000
Option 3:	
Bare pavement to snow-packed	\$614,000
Option 4:	
Reduce staff positions	\$200,000
Option 5:	
Shorter standby season	<u>\$81,000</u>
Total Potential Savings	\$3,015,000
Customer Service Enhancement	\$200,000

Winter Operations
Budget 2007

Environment Canada Data



5 Year Summary Freezing and Major Events



Date: June 14, 2007

Appendix 'B'

Roads Identified to be Converted from Salt (Class 1-3) to Sand (Class 4-6) Service Delivery	
South Section (Includes Part of Wards 1, 2, 4, 5, 10 & 12)	
Albany St.	
Armstrong St.	
Bruce St.	
Buchanan St.	Byng St. to Haig St.
Cambrian Dr.	
Godfrey Dr.	Power St. to Balsam St. MR 55 to Balsam St.
Hunter St.	
Irving St.	
Kelsey Ave.	
Melvin Ave.	Westerly Section
Morin Ave.	
Ontario St.	
Oriole Dr.	
Northwest Section (Includes Part of Wards 2, 3 & 4)	
Brookside Rd.	
Cote Ave.	
Edward Ave.	
Notre Dame St. (Azilda)	
Northeast Section (Includes Part of Wards 5, 6 & 7)	
Centennial Rd.	Southern part
Elmview Dr.	
Southwest Section (Ward 2)	
Anderson Dr.	
Black Lake Rd.	
Cross St.	
Kantola Rd.	
Philip St.	
Queen Elizabeth St.	
3 rd Ave.	
6 th Ave.	
10 th Ave.	

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Southeast Section (Includes Part of Wards 7, 8, 9, 11 & 12)	
Beaumont Ave.	Moss St. to Woodbine Ave.
Fourth Ave.	Bancroft Dr. to Navanod Rd.
Gary Ave.	1 hill - Madison to Lasalle
Gemmell St.	Auger Ave. to Attlee Ave.
Government /Birch/East	Bancroft to Hwy. 17
Hawthorne Dr.	Auger Ave. to Beatrice Cresc.
King St.	Notre Dame to Clinton Ave.
Leslie St.	Notre Dame Ave. to Mont Adam
Levesque St.	Bancroft Dr. to Kingsway
Louis St.	Mountain St. to Notre Dame Ave.
MacLennan Dr.	Bell St. (Firehall) to end
Mildred St.	Wilfred St. to Fourth Ave.
Moonlight Ave.	Bancroft Dr. to Kingsway
Montrose Ave.	Lasalle Blvd. to Forestdale
Morris St.	Howey Dr. to Janet St.
Moss St.	
Mooney St.	
Mountain St.	Mont Adam St. To Louis St.
Paquette St. @ Lasalle Blvd.	Between Lasalle & Lamothe St.
Raymond/Donald//Yollie Streets	Levesque St. to Kingsway
Second Ave.	Bancroft Dr. to Torbay Rd.
Silver Birch Cres.	
Somers St.	Lasalle Blvd. to Main St.
Third Ave.	top of the hill at school to Eaglestone
Thornccliffe Crt.	Low traffic, low speed, Montrose Ave. to dead end
Weller St.	
Wilfred St.	Bancroft Dr. to Mildred St.
Woodbine Ave.	Barrydowne to Dearbourne Dr.

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Appendix 'C'

Snow Plowing

The City of Greater Sudbury provides storm coverage 24-hours a day.
What To Expect During A Storm

For more information about snow plowing operations please call the City of Greater Sudbury 24/7 public works telephone information and emergency line at 3-1-1. Your question or request will be forwarded to the appropriate staff.

Salt or Sand Arterial and Major Collector Roads	Plow Arterial and Major Collector Roads for Duration of Storm	Plow and Sand Residential and Rural Roads for Duration of Storm	Plow and Sand Sidewalks	Bus Stops
Deploy Resources when Storm Begins	Deploy Resources at 5cm (2")	Deploy Resources at 8cm (3")	Deploy Resources at 8cm (3")	Clean Up
Time to complete routes 2 - 4 hours	Time to clear once storm has ended 3 - 8 hours	Time to clear once storm has ended 24 hours	Time to clear sidewalks once storm has ended 12-24 hours	Cleared the first night following end of storm with 8 cm accumulation